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ABSTRACT

Issued by the Exemplary Projects Program, this document systematically identifies 19 outstanding criminal justice programs throughout the country and verifies their achievements, with the goal of encouraging widespread use of advanced criminal justice practices. Details on the operating methods, budget, staffing, training requirements, potential problem areas, and measures of effectiveness are given for each program, along with evaluation methods which allow other localities to gauge their own success and shortcomings. Detailed criteria (used by the Office of Technology Transfer) for exemplary project selection and nomination procedures are appended. (WL)

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Exemplary Projects

A Program of the
National Institute of Law Enforcement
and Criminal Justice

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Office of Technology Transfer
National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE
WASHINGTON, D.C. 20531

September 1976

In 1973, the National Institute launched the Exemplary Projects Program to identify outstanding projects and focus national attention on them.

A bold effort with high standards, the program makes difficult judgments about what succeeds in improving criminal justice. To date, only 20 programs — about 7 percent of those recommended — have passed the rigorous screening tests to earn the Exemplary rating.

By searching out and publicizing successful projects that can be widely adopted, the Institute hopes to encourage change that is anchored to reality. It is exciting that so many communities already are applying advanced techniques developed by the Exemplary Projects, and interest in the program continues to grow at a rapid pace.

Undoubtedly, there are other projects now operating that merit the Exemplary label. The National Institute hopes to identify many more of these so that communities throughout the nation can make changes based on the experience and knowledge available.

Gerald M. Caplan
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The Program

The Exemplary Projects Program is a systematic method of identifying outstanding criminal justice programs throughout the country, verifying their achievements, and publicizing them widely. The goal: to encourage widespread use of advanced criminal justice practices.

Rigorous screening procedures have been established to glean only the very best programs–those which warrant adoption on a broad scale. To be eligible for consideration projects must demonstrate:

- *Goal Achievement:* overall effectiveness in the reduction of crime or improvement in the operations and quality of the justice system;
- *Replicability:* adaptability to other jurisdictions;
- *Measurability:* formal evaluation data or other conclusive evidence of project achievement (minimum of one year's results);
- *Efficiency:* demonstrated cost effectiveness;
- *Accessibility:* willingness of project staff to provide information to other communities.

The detailed criteria for exemplary project selection and nomination procedures appear in the concluding section of this brochure. Candidate projects are initially screened by staff of the Institute's Office of Technology Transfer. Those projects which present the most clear-cut and objective evidence of success in terms of each of the selection criteria are validated by a contractor, working under OTT direction. The validation process includes a critical analysis of the project's achievements and an on-site assessment of its operations. The resulting report is submitted to an 11-member Review Board, which includes representatives from the State Criminal Justice Planning Agencies and LEAA Central and Regional Offices. The Board meets twice a year to select the Exemplary Projects.

Brochures and detailed handbooks are then prepared on each Exemplary Project to guide policymakers and criminal justice administrators interested in benefiting from the project's experience. The reports provide considerable detail on operating methods, budget, staffing, training requirements, potential problem areas, and measures of effectiveness. Particular attention is focused on evaluation methods which allow other localities to gauge their own success and shortcomings.

To capitalize further on the progressive concepts of these Exemplary Projects, the National Institute also sponsors training workshops throughout the country. Interested communities have had the opportunity to learn how to implement programs patterned after the Des Moines, Iowa, community-based corrections systems, the Columbus, Ohio, citizen dispute settlement program, and the Sacramento, California, diversion program for juvenile status offenders.

An Important Note

Informational materials on the projects designated Exemplary in June 19[illegible]6 are now in preparation. As they become available, they will be announced through the Selective Notification Service of the National Criminal Justice Reference Service. If you wish to receive this free service, please write or call:

National Criminal Justice Reference Service
P.O. Box 24036
S.W. Post Office
Washington, D.C. 20024
Phone: 202-755-9704

For most of the projects designated prior to June 1976, single copies of informational materials are currently available from NCJRS at the address above. The exceptions are: Information on PROMIS is currently available from the Institute for Law and Social Research, 1125 15th Street N.W., Washington, D.C. 20005 (Telephone 202-872-9380). Updated publications on the Des Moines Community-Based Corrections Project are in preparation. Availability will be announced by NCJRS.

The Exemplary Projects

Designated in June 1976

Major Offense Bureau (MOB), Bronx County, New York

In the Bronx, New York, special prosecution efforts against habitual and violent offenders have dramatically reduced the time that potentially dangerous criminals remain free in the community awaiting trial. The average time between arrest and trial of repeat offenders has been cut from 400 to 90 days. Equally important, most of those indicted have been convicted, sentenced, and imprisoned.

These results have been achieved by creation of a Major Offense Bureau in the Bronx district attorney's office. Staffed by 10 experienced assistant district attorneys, the Bureau uses an objective screening procedure to isolate those cases that deserve priority treatment. The screening mechanism — a modified version of the case weighting system developed by the Washington, D.C. Exemplary Project PROMIS (Prosecutor's Management Information System) — ranks cases according to the seriousness of the crime, the offender's criminal history, and the strength of the evidence.

Eligible cases are immediately referred to an assistant district attorney who is responsible for the case throughout the entire judicial process. Special trial sessions that hear only MOB cases virtually eliminate scheduling delays.

In its first 30 months, MOB successfully demonstrated its ability to speed up case processing while developing complete, well-prepared cases, as the following statistics show:

- 99 percent of the indictments were voted and presented to the Supreme Court within 3 days of arrest compared to the usual time lapse of several weeks.
- 92 percent of those indicted were convicted.
- 94 percent of those convicted were sentenced to prison, compared to less than half of a group whose cases were processed traditionally.
- Sentences ranged from 3 to 10 years.

The Bronx approach to processing serious felony cases also permits substantial economies by reducing pre-trial detention, repeated court appearances, and duplication of effort by prosecutors.

Rape/Sexual Assault Care Center (R/SACC), Des Moines, Iowa

Rape and sexual assault are crimes that create special difficulties for both the victim and the criminal justice system. Fear of harassment and humiliation during the medical examination and legal investigation inhibits many victims from even reporting the crime, much less pursuing the case through the legal process. In handling these crimes, criminal justice agencies often must cope with irrational laws, incomplete physical evidence, and uninformed public attitudes.

The Des Moines Rape/Sexual Assault Care Center has devised a single, comprehensive program to deal with these multiple problems. The beneficiaries of the program are not only the victims, but the legal system, the medical community, law enforcement agencies and the general public. A small staff (victim contact worker, project coordinator, secretary, and special prosecutor) work in cooperation with a 70-member Board of Directors, who represent many local medical, social, governmental, and law enforcement agencies. The Center's activities include:

- 24-hour telephone and personal contact service, including compassionate assistance to the victim during the medical examination and prosecutor's interview;
- referral services to a wide network of community agencies that can give specialized help to the victim;
- in-service training for medical and criminal justice professionals who deal with rape victims;

- public education to replace existing ignorance and misinformation with the facts about sex crimes.

Since the Center was created, police clearance rates for rape cases have risen from 50 percent to 69 percent. Even more significant changes have been seen in the special prosecutor's office, where victims show an increasing willingness to press charges. Before the program began charges were filed in only a third of cases where the offender was identified; that figure has now jumped to three-fourths of those cases. An equally dramatic rise in conviction rates has occurred: While only 40 percent of the cases tried in the pre-project period resulted in conviction, the figure rose to 65 percent in the project's first year and is now up to 82 percent.

Contributing significantly to the improved record of convictions are legislative changes in the 1974 Iowa Criminal Code that disallow any irrelevant testimony involving the victim's past sexual history and eliminate the requirement for corroboration beyond the physical evidence and the victim's testimony. These reforms were stimulated by the individuals who went on to create the Rape/Sexual Assault Care Center as a necessary step in gaining the victim cooperation so essential to successful prosecution of rape cases.

For more information on this project, please write: Rape/Sexual Assault Care Center, 700 E. University, Des Moines, Iowa 50314.

Creighton Legal Information Center (CLIC), Omaha, Nebraska

Comprehensive collections of legal materials are often scarce in rural areas. Criminal justice personnel in Nebraska sometimes travel up to 300 miles to obtain the legal documentation necessary to support an argument – a costly procedure, both in time and money.

The Creighton Legal Information Center provides a central library research facility for judges, prosecutors, defense counsel, and police. Student researchers from the Creighton University Law School compile well-documented legal memoranda on topics requested by users. An average of 8.8 student hours are required to prepare each legal memorandum, at no cost to the requestors. The findings are summarized in a newsletter, published by the Center, and the complete document filed for future reference. The Project also has prepared a deskbook for Nebraska judges on criminal procedure and sentencing alternatives.

Users report that CLIC services have significantly improved the quality of cases argued before Nebraska's rural courts. During the first 14 months of CLIC's operations, 66 percent of the county attorneys and 62 percent of the judges from the eligible rural counties had used its services at least once. All said they would use them again.

CLIC has a sophisticated monitoring and evaluation system to tailor project activities to user needs. The project's comprehensive documentation includes analysis instructions, computer programs, and management control forms.

For more information on this project, please write: Creighton Legal Information Center, Creighton University, 2500 California Street, Omaha, Nebraska 68178.

Designated in September 1975

Community-Based Adolescent Diversion Project, Champaign-Urbana, Illinois

In these two adjacent communities, the university and the criminal justice system have joined forces in a successful new approach to helping juveniles in trouble. Youngsters who have contact with the police that would normally lead to the juvenile court and the prosecutor are referred instead to the project.

Undergraduates at the University of Illinois fill volunteer roles in the project for academic credit in psychology. The students receive training and supervision by experienced psychologists as an ongoing course activity.

Each youngster is assigned to a student volunteer for a 4½-month period. After assess

ing the youngster's problems and needs, the student develops a program for the youth using one of two innovative techniques.

The youngster may sign a contract with a parent or a school teacher that spells out specific obligations that each party must fulfill. The contractual agreements involve real life issues such as curfew hours and household chores.

Or the student may use the child advocacy approach, introducing the youngster to educational, welfare, health, mental health, and vocational resources in the community and encouraging their use.

The project's diversion power is evident in the following comparisons between 24 participants and a control group of 12:

Number of Police Contacts (Academic Year 1974 - 1975)

	One Year Prior to Project	During Project
Participants	2.21	0.46
Control Group	2.25	2.25

Number of Court Petitions Filed (Academic Year 1974 - 1975)

	One Year Prior to Project	During Project
Participants	0.13	0.08
Control Group	0.25	0.75

In the Champaign-Urbana project, a student counselor works with a client and his mother to develop a contract spelling out their mutual obligations.

The project's experimental phase ended in 1975 and it is now operated by a community group working with the University students.

Ward Grievance Procedure, California Youth Authority

Left unresolved, even minor problems can fester within the confines of a prison, spawning hostility and even open confrontation between inmates and staff. To alleviate the problem, the California Youth Authority has created a formal but easy-to-use method for resolving inmate grievances in California's youth institutions. Both wards and staff participate in the procedure, which works this way:

Any inmate with a grievance is entitled to an open hearing conducted by ward and staff representatives. If the decision is unsatisfactory, the grievant may appeal to higher levels within the Youth Authority, and ultimately to an outside review panel, chaired by a professional arbitrator. Volunteer arbitrators are identified with the assistance of the American Arbitration Association. At each level, grievances are responded to in writing, within strict time limits.

In a recent 19-month period, 85 percent of the cases were resolved, approximately 10 percent had been withdrawn prior to the hearing, and another 5 percent were still pending at the time of reporting. In 70 percent of the cases, the disposition has been in favor of the grievant either totally or through some sort of compromise. Only 24 percent of the grievances were denied. In these cases the reasons were clearly set forth in writing, thus clarifying official policy. Most of the grievances are resolved at the first level of review – the ward staff committee meeting. Only 2 percent of the grievances required outside arbitration.

Training – for wards, staff, and management – is a key to the project's success. Another special feature contributing to its effectiveness is the involvement of the wards themselves. Ward grievance clerks process complaints, manage paperwork, and often represent grievants.

The California Youth Authority's collaborative approach to resolving problems has paid off in terms of effectiveness and acceptance of the grievance procedures. The process has recently been expanded to include parolee as well as inmate grievances.

First-level grievance hearing involves both wards and staff representatives in California youth institutions.

Police Legal Liaison Division, Dallas, Texas

The Dallas Police Legal Liaison Division successfully integrates two parts of the criminal justice system that often operate in isolation — the police and prosecutor. Since 1973, Assistant City Attorneys have been on call 24-hours a day to advise Dallas police officers on case preparation. In addition, the attorneys provide regular training for police in the elements of various offenses, proper search and seizure procedures, and other aspects of the law.

To reduce the number of cases "no-billed" or dismissed due to police error, project attorneys have established a case review system. All prosecution reports are reviewed for legal sufficiency before they are submitted to the District Attorney's office. The result? The number of "no-bills" due to police error dropped from 13.8 percent to 4.3 percent during the past two years. Similarly, felony dismissals resulting from police error were reduced from 6.4 percent to 2.6 percent during the same period.

Increased convictions, although important, are not the only measure of the project's success. More informed decisionmaking by police

An Assistant City Attorney accompanies Dallas police officers on call.

in such sensitive areas as arrest and search and seizure means greater respect for the constitutional rights of individuals.

The project has been included in the Dallas city budget at the expiration of its LEAA High Impact grant.

Parole Officer Aide Program, Ohio Adult Parole Authority, Columbus, Ohio

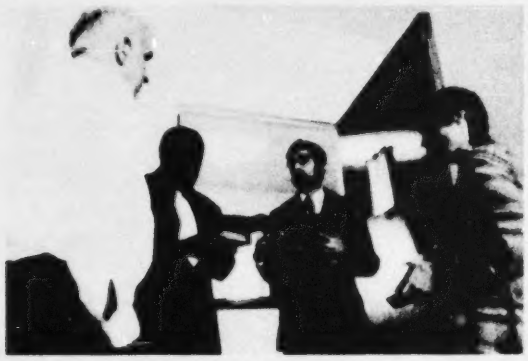
Ex-offenders represent an untapped reservoir of talent for the corrections system. Their own experience behind bars often gives them a special rapport in dealing with offenders. Recognizing this fact, the National Advisory Commission on Criminal Justice Standards and Goals recommended that, "Correctional agencies should take immediate and affirmative action to recruit and employ capable and qualified ex-offenders in correctional roles."

The Ohio Parole Officer Aide Program exemplifies the benefits of such action. Carefully screened and trained ex-offenders work under the supervision of a Senior Parole Officer, handling caseloads and developing job opportunities for parolees. Their performance to date has met professional standards.

The program reaps a double dividend. The added manpower permits more individualized attention to an important need of parolees — finding a job. At the same time, the program provides an employment opportunity for ex-

offenders in positions that offer career potential. More than half of the Parole Officer Aide positions have now become permanent Civil Service positions, with the remainder scheduled for conversion in the near future. Educational advancement is not overlooked: Each aide is allowed up to 10 hours leave a week to attend school, and a number are currently enrolled at both the college and graduate school level.

On-the-job training fosters a teamwork relationship between the Parole Officer and the ex-offender aide in Ohio program.



Designated in January 1975

Volunteer Probation Counselor Program, Lincoln, Nebraska

Lay volunteers in Lincoln are successfully counseling high-risk probationers — misdemeanants of ages 16-25 with an average of 7.3 previous arrests and convictions.

A one-year comparative analysis of recidivism in the volunteer counselor program and a control regular probation program showed these results:

	Volunteer	Control
New nontraffic offenses . . .	15%	63.7%
Multiple new offenses	10	52.2

The volunteer program has three main features that contribute to its success:

- Screening: only those volunteers with appropriate motivations and resources are selected.
- Training: an extensive program emphasizes both general counseling skills and crisis intervention techniques.
- Matching: the ability of a volunteer to respond to the particular needs and interests of the individual probationer determines assignments.

The program has recently expanded to serve alcohol and drug abusers and older offenders.

Volunteer counselor meets with young probationer in Lincoln, Nebraska, Exemplary Project.

Fraud Division, King County (Seattle) Prosecutor's Office Fraud Division, San Diego County District Attorney's Office

Economic crimes and consumer frauds — which bilk millions of dollars from unsuspecting citizens — are the special targets of these divisions.

King County focuses on major economic crimes. Enlisting the investigative expertise of other agencies whenever possible, King County's Fraud Division has logged an impressive record of success: In two and one-half years of operation, 95.5 percent of the Division's cases were

successfully prosecuted representing more than $3.4 million in economic losses.

The San Diego Fraud Division works with a larger staff and deals with *all citizen complaints* (15,251 during 1974) concerning fraud. A vast number of cases were settled outside the courts, either through in-house investigative teamwork or use of the small claims courts. Like Seattle, San Diego also prosecutes major impact cases, involving economic losses totaling millions.

Street Crime Unit (SCU), New York City Police

SCU fills the gap between routine, visible police patrol and after-the-fact criminal investigations. The unit focuses on street crimes – robbery, personal grand larceny, and assault. Its primary strategy employs officers disguised as potential crime victims placed in an area where they are likely to be victimized. A plainclothes backup team waits nearby, ready to come to the decoy's aid and make an arrest. Careful screening of applicants, extensive training, and close liaison with precinct commanders are marks of SCU's able management. Here is its 1973 record:

Plainclothes officer on duty as part of New York City's Street Crime Unit.

- 3,551 arrests (85 percent felonies)
- 7¢ percent of robbery arrests led to conviction
- 95 percent of grand larceny arrests led to conviction
- Average man-days per arrest: 8.2 (departmental average for all uniformed officers: 167)
- Cost: nominal increase per arrest and conviction, due to equipment costs
- Risk: virtually no increased danger to police or citizens

The unit's impressive performance is continuing. In 1974 SCU made 4,423 arrests, of which 90 percent were felonies. More recent statistics show a conviction rate of 90 percent.

Central Police Dispatch (CPD), Muskegon County, Michigan

The Central Police Dispatch consolidated the radio dispatch services of nine law enforcement agencies. Until CPD, the agencies' service was limited, confused, inefficient, and costly:

- Eight of the nine departments operated on a single radio frequency, independently of each other
- Only four of the nine departments had around-the-clock dispatch service seven days a week
- Nearly 10 percent of the combined personnel in the agencies were assigned to dispatch services

By pooling the radio dispatch resources of the agencies, CPD provides all nine departments with around-the-clock, seven day service, eliminates confusion and duplication, and reduces the number of dispatch personnel re-

quired. Use of civilians as dispatchers adds to the cost savings. The centralized service also helped implement the 911 emergency system in sparsely populated areas.

CPD has met and surpassed most of the relevant standards recommended by the National Advisory Commission on Criminal Justice Standards and Goals. In fact, the program has implemented many of the Commission's recommended 1980 standards.

Spurred by the success of this initial cooperative effort, the nine agencies have pooled their resources to create a central narcotics unit and a crime prevention bureau. In the planning stage is a central records unit.

Administrative Adjudication Bureau (AAB), New York State Department of Motor Vehicles

The AAB streamlines the traffic and criminal adjudication process by removing most traffic offenses from the criminal courts in New York City, Rochester and Buffalo.

Besides removing the unsafe driver from the streets more promptly, the bureau's direct and fast disposition of traffic cases has meant:

- significant reduction in the criminal court case backlog: 20 judges and 9 courtrooms relieved of traffic cases
- time spent by police at traffic hearings cut in half
- more uniform application of sanctions
- discouragement of scofflaws

The AAB's method combines three basic elements: (1) merger of the licensing agency with the traffic offense adjudication agency; (2) the services of highly-trained adjudicators; and (3) use of computerized information.

In the fiscal year ending March 31, 1975, the AAB returned $7.5 million to the treasuries of the jurisdictions where traffic offenses took place, a sum representing the excess of fines collected over its operating expenses. This total represents a 25 percent increase in returns compared to the previous court system.

Designated Prior to January 1975

Prosecutor Management Information System (PROMIS), District of Columbia

PROMIS uses an automated management information system to select high priority cases in the U.S. Attorney's Office, Superior Court of the District of Columbia, for intensified pretrial preparation by a special team of attorneys. Pending cases are ranked daily according to four criteria: (1) seriousness of offense; (2) defendant's criminal record; (3) strength of evidence; and (4) age of case or number of continuances.

During its first 19 months of operation, the conviction rate for cases receiving special preparation was 25 percent higher than that for cases routinely processed.

PROMIS also helps the prosecutor's office to:

- spot scheduling and logistical impediments
- maintain evenhandedness in using prosecutorial discretion
- analyze and research the problems of screening and prosecuting criminal cases

Washington, D.C., Police Officer checks PROMIS computer printout.

Information on PROMIS is currently available from the Institute for Law and Social Research, 1125 15th Street, N.W., Washington, D.C. 20005 (Telephone 202-872-9380).

Community-Based Corrections Program, Polk County (Des Moines), Iowa

The Des Moines program coordinates four services for defendants and convicted offenders: pretrial release on own recognizance, pretrial supervised release, probation, and residence at Fort Des Moines, a correctional facility offering work and educational release. Synchronizing the four components into a unified system eliminates overlapping and splintered administration. Equally important, it provides flexibility in responding to a wide range of client needs.

In 1973, the Des Moines project saved the county and state correctional systems an estimated $454,229. The pretrial components also saved defendants an estimated $154,000 for the cost of bail bonds, and enabled many of them to retain their jobs and support their families.

Recent evaluation shows that, of the 246 clients released by the Fort Des Moines correctional facility before 1973, only 53 (21 percent) were charged with indictable offenses during an average 19-month period following release. In particular, recidivism data show that the correctional facility deals effectively with those clients with high-risk characteristics such as prior convictions, unemployment, and drug or excessive alcohol use. The high-risk clients were charged with no more new offenses after release than were relatively low-risk clients with no prior convictions, more substantial employment history and a relatively minor history of drug or alcohol use.

Because of the Des Moines Program's demonstrated success, the Iowa State Legislature has voted to assume total funding of the Project over the next few years, and has adopted "community-based corrections" as the model for future Iowa correctional programs. Updated informational materials are being prepared and publication will be announced by the National Criminal Justice Reference Service.

Citizen Dispute Settlement Program ("Night Prosecutor"), Columbus, Ohio

The Columbus Night Prosecutor Program provides an out-of-court method for resolving neighborhood and family disputes and bad check cases through mediation. At the same time, it spares regular prosecutors, police, judges, and courtroom staff the workload of a multiplicity of minor criminal cases. The average cost per case handled by the program is about $27 compared to $100 for prosecution and trial.

Columbus, Ohio, Citizen Dispute Settlement Center's out-of-court mediation on minor criminal cases earned it the Exemplary label.

Cases are screened and referred by the local prosecutor's office for a hearing within a week after the complaint is filed. Law students trained as mediators meet with the disputants during convenient evening and weekend hours to help them solve their problems without resorting to formal charges and court procedures.

During a one-year period:

- 3,626 cases scheduled – 2,285 actually heard
- only 84 criminal affidavits filed (2 per-

cent of all cases scheduled)

- cost per case: $27.10 (contrasted to an estimated $100 for processing a criminal misdemeanor, from filing an affidavit to completion of a court trial.)

601 Juvenile Diversion Project, Sacramento, California

The 601 Project of the Sacramento Probation Department provides short term family crisis counseling in lieu of juvenile court processing for status offenders, truants, runaways, and unmanageable youngsters. Youths and their families meet with 601 project counselors, usually within 2 hours of referral, to work out the delinquency problem together. In cases where the youth cannot reasonably return home at once, temporary accommodations elsewhere are sought, with the consent of both parents and child.

The original 601 program (the name derives from the relevant section of the California Penal Code) has been expanded to include selected cases of criminal conduct, such as petty theft and possession of drugs. The basis for this expansion lies in the project's first-year record:

	Project Cases	Control Cases
Petitions filed	3.7%	19.8%
Repeat offenses (within 1 year)	46.3	54.2
Juvenile hall detention	13.9	69.4
Average detention time (nights)	0.5	4.6
Average case handling time (hours)	14.2	23.7
Average case cost	$284	$526

In October 1976, the project will be relocating to Neighborhood Alternative Centers staffed by graduate student volunteers as well as regular probation officers.

Family counseling session in the Sacramento "601" juvenile diversion project.

Providence Educational Center (PEC), St. Louis, Missouri

The Center, funded by LEAA under its Impact City Program, diverts delinquent boys from training school incarceration. Through

Instructor and young student at Providence Educational Center in St. Louis, Missouri.

an intensive education and counseling program, which allows most boys to remain in their homes, PEC has cut case costs and lowered recidivism rates.

Teams of professionally trained counselors, educators, and social workers devise an individual program for each child, who "graduates" when he has achieved the 8th-grade reading level required for high school admission in St. Louis and/or demonstrated adequate social functioning – usually after 9 months from referral. PEC can accommodate 75 boys.

PEC not only provides enriched, intensive education not available in other juvenile institutions, but does so at a greatly reduced per-child cost and with a markedly lower rate of recidivism. Its impact can be seen in the following statistics:

Comparative Costs of St. Louis Area Juvenile Treatment Institutions

Treatment Center	Costs Per Child
Providence Educational Center	$3,309
Missouri Hills Home for Boys	6,800
Boys Town of Missouri	6,700
Missouri State Training School	11,000

Comparative Recidivism Rates

Providence Educational Center	28.1%
Probation	65 to 70
Residential Institutions	50

Neighborhood Youth Resources Center (NYRC), Philadelphia, Pennsylvania

This center provides a wide range of services for youngsters living in a high-crime, inner-city area of Philadelphia. Open 12 hours a day, NYRC offers:

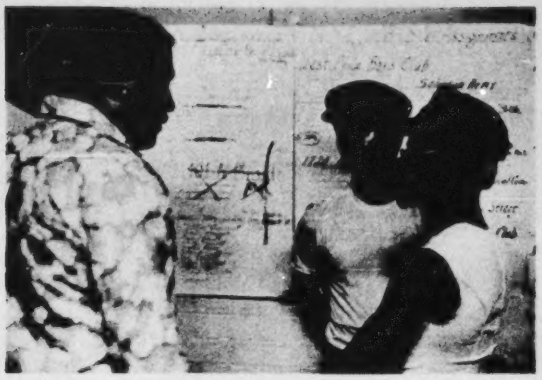
- Crisis intervention, or immediate short-term aid
- Individual plans for long-term comprehensive assistance
- Counseling and educational assistance to groups of youngsters
- Referrals to cooperating agencies and careful monitoring and follow-up
- Legal representation

Emphasizing its role as a community center, NYRC also sponsors recreational and cultural programs, counseling for youth on probation, and legal education for neighborhood residents.

Evidence of NYRC's impact emerges in a comparison of arrest rates (per thousand) for target and non-target area boys within two precincts. The arrest rates for boys in the target group were significantly lower in the felony, lesser misdemeanor, and status offense categories.

	9th District		23rd District	
	Target	Non-target	Target	Non-target
Felonies	9.1	51.3	4.2	17.3
"Victimless" misdemeanors	19.7	24.6	2.3	12.0
Status offenses	31.5	82.5	2.3	18.5

Philadelphia youngsters enjoy recreational activities sponsored by Neighborhood Youth Resources Center.



Counselor and youths check job board at Neighborhood Youth Resources Center.

The Public Defender Service (PDS) of the District of Columbia

PDS has successfully overcome the traditional barriers faced by public defender services — high caseloads and poorly paid and inadequately trained attorneys.

PDS provides quality representation to the indigent defendant from arrest to release through:

- Limited caseloads
- Individualized and continuous client representation
- An ongoing training program beginning with a special six-week program for new staff attorneys
- Effective management and administration patterned after large law firms
- Use of supportive services, such as psychiatric evaluations, counseling, and other rehabilitation services
- Service to the legal profession and the justice system by sponsoring practice institutes and encouraging law reform

Procedure for Exemplary Project Recommendation

Exemplary Projects may be programs operating at the state, county, or local level and need not involve LEAA funding to be considered. *LEAA-funded programs, however, require a letter of endorsement from the appropriate State Planning Agency and LEAA Regional Office with the submission of recommendation.* Programs may be proposed for consideration by the operating agency, local governmental or criminal justice planning unit, State Planning Agency or LEAA Regional Office. Programs recommended as Exemplary Projects should be submitted to:

Model Program Development Division
Office of Technology Transfer
National Institute of Law Enforcement
and Criminal Justice
Law Enforcement Assistance
Administration
U.S. Department of Justice
Washington, D.C. 20531

The submission form, *Exemplary Project Recommendation,* which covers a description of the recommended program, is included in the following pages of this brochure. Also included is the format that is to be followed in furnishing the required information, indicated by the various headings for the attachments to the submission form. In preparing the attachments, please repeat the headings of the format and provide all the required information.

The steps in the selection process are: (1) pre-screening by the staff of the Institute's Office of Technology Transfer; (2) on-site review by independent validators of those projects which pass the pre-screening; (3) selection by the Exemplary Projects Advisory Board, composed of the State Planning Agencies and LEAA's Central and Regional Offices.

Closing Dates

Applications are accepted throughout the year.

Submissions received prior to October 1, 1976 will be screened for a January 1977 meeting of the Exemplary Projects Board. Applications received after that date and prior to May 1, 1977, will be reviewed for a Fall 1977 Board meeting.

Applicants are encouraged to submit required materials as early as possible before a screening cycle deadline to ensure adequate time for review and validation.

Exemplary Project Recommendation

I. Project Description

1. Name of the Program

2. Type of Program (ROR, burglary prevention, etc.)

3. Name of Area or Community served

   (a) Approximate total population of area or community served

   (b) Target subset of this population served by the project (if appropriate)

   No. Served Period Population

4. Administering Agency (give full title and address)

   (a) Project Director (name and phone number; address only if different from 4 above.)

   (b) Individual responsible for day to day program operations (name and phone number)

5. Funding Agency(s) and Grant Number (agency name and address, staff contact and phone number)

6. Project Duration (give date project began rather than date LEAA funding, if any, began)

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OMB approved: 43-R0578

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7. Project Operating Costs (Do not include costs of formal evaluation if one has been performed. See Item 8)

   Breakdown of total operating costs, specify time period:

   Federal:

   State:

   Local:

   Private:

   Total:

   Of the above total, indicate how much is:

   (a) Start-up, one time expenditures:

   (b) Annual operating costs:

   (A complete budget breakdown should be included with the attachments to this form)

8. Evaluation Costs (Indicate cost of formal evaluation if one has been performed)

   Total Cost Time Period Principal Cost Categories

9. Continuation. Has the project been institutionalized or is it still regarded as experimental in nature? Does its continuation appear reasonably certain with local fundings?

II. Attachments.

Please attach the following:

Attachment A – Program Review Memorandum

This memorandum should contain the following elements:

1. *Project Summary* – brief statement of the project's objectives and methods of operation.

2. *Criteria Achievement* – explanation of the degree to which the project meets each of the five Exemplary Project criteria listed below. Be as specific as possible, using the questions that follow each criterion as a guide.

(a) *Goal Achievement.* The project must demonstrate overall effectiveness in the achievement of significant justice objectives.

(1) Has the project contributed significantly to the reduction of a specific crime or crimes, or produced measurable improvement in the operations and quality of the criminal justice system?

Note: To respond to this criterion, please list each project goal. Under each, cite what you consider to be appropriate evaluation measures. Then describe what evidence actually exists to support your achievement in this area, for example:

Goal: To increase the employment prospects of clients.

Measures: No. of anticipated job placements. Percentage of time employed during the first year after release.

Outcomes: Number of actual placements. Number employed full time for the first year. Number employed for 50 percent of the first year, etc.

(2) To your knowledge has the project been generally more successful than other projects which address the same problem?

(b) *Replicability.* The project must be applicable and adaptable to jurisdictions other than the one in which it is operating.

(1) Does the project address a problem of reasonably common concern?

(2) Does adequate documentation exist to permit a general understanding of the project's methodology and operations?

(3) Are there special features that appear principally responsible for the project's success, e.g. concept, methodology, administrative expertise, staff commitment? If superior administration and commitment are the chief factors, to what extent is the program likely to be replicable without these factors?

(4) What are the restrictions, if any, on size and type of community (e.g., urban vs. rural) for which the program would be appropriate?

(c) *Measurability.* The achievements of the project must be capable of being objectively measured.

(1) Is the project still in operation and has it been operating for a long enough time to test its utility? (e.g., at least one year).

(2) Has the project been evaluated? Please list all efforts, both prior and current, as well as those in the planning stages:

Evaluation Activity	Evaluator	Duration	Available Documents
Prior			
Current			
Planned			

(3) If there is no formal evaluation procedure, is there objective evidence that the program's goals are being achieved? If so, what is the evidence?

(d) *Efficiency.* The costs of the project must be reasonable.

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(1) Is there evidence that the project has been cost beneficial, i.e., did the benefits derived from the project justify the expenditures of time, money, and manpower that went into it?

(2) Were other, cheaper, or more expensive projects considered as ways of addressing the problem?

(e) *Accessibility.* An outside group of validators must be able to examine the project in detail. If the project is designated exemplary, law enforcement and criminal justice personnel from other locales who may be interested in undertaking similar programs must be able to visit the project and to consult with responsible project staff.

(1) Is the agency agreeable to having the project submitted for evaluation, publicity, and visitation?

(2) Is it reasonably certain that the project will continue to exist so that evaluators may collect data; the project can be publicized; and the project can be visited by those who learn of it through the Exemplary Projects Program?

3. *Outstanding Features* – indication of the most impressive feature(s) of the project.

4. *Weaknesses* – frank statement of those areas of project operation that could be improved. (It is assumed that a project will not be recommended if there are critical program weaknesses.)

5. *Degree of Support* – indication of the degree of local support, e.g., criminal justice officials, local government officials, citizen groups, the news media.

Attachment B – Endorsements

Each LEAA funded project should have a written endorsement from the appropriate SPA and LEAA Regional Office. Endorsements from other sources may be attached if available.

Attachment C

For LEAA funded projects, attach a copy of the most recent grant application, all annual progress reports, and the most recent quarterly reports. If a formal evaluation has been undertaken, this report should also be attached.

For non-LEAA funded projects attach a complete budget breakdown and such progress and evaluation reports as may be available.

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